



# **TASK ORDER**

**47QFCA22F0043**

**Modification P00002**

## **Program Management Office (PMO) Support**

**in support of:**

## **National Security Innovation Network (NSIN)**

**Issued to:**

**Tatitlek Technologies, Inc. (Tatitlek)**

**Under contract 47QRAD20D1122**

**Issued under:**

**GSA's One Acquisition Solution for Integrated Services (OASIS) Small Business (SB)  
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**Issued by:**

**The Federal Systems Integration and Management Center (FEDSIM)  
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## **C.1 BACKGROUND**

The National Security Innovation Network (NSIN) is a program office within the Department of Defense (DoD) Office of the Undersecretary of Defense for Research and Engineering (R&E), its mission is to bring together defense, academia, and industry to solve some of the most challenging security problems facing the U.S. NSIN's programming leverages pools of talent that possess two key characteristics: 1) a penchant for iterative experimentation (i.e., learned adaptability), and 2) an inherent drive to find answers to difficult questions. In both cases, the early-stage venture community and the academic community present untapped pools of innovators that the DoD has not figured out how to adequately leverage.

In the case of the early-stage venture community, the reality of market forces and the need to keep sophisticated end-users engaged with their technology organically breeds both key characteristics for pools of talent listed above. Some variations (or combination) of both Lean and Agile have become first-principle operating baselines within the most successful companies, and few organizational collections possess better existential incentive structures for solving complex problems quicker than the early-stage venture community.

In the case of the academic community, particularly top-tier research institutions, experimentation and hypothesis testing in applied areas of study are fundamental tenets of university life. Additionally, striving constantly to obtain new knowledge and gaining a better understanding of the current environment is a first-principle function of universities. Although the DoD has a long history of collaboration with universities and institutions of higher learning, that relationship has stagnated over the last 25 years and predominantly takes the form of basic research grants, rather than through applied problem-solving.

These two pools of talent, either individually or in combination with one another, along with DoD end users and the belief that better, faster, and cheaper solutions will emerge, is a core component of NSIN's theory for defense innovation. NSIN believes that presenting DoD problems to these communities will result in non-traditional solutions in a more deliberate, transparent, and customized way. It is only through establishing local connections that the DoD will be able to truly realize the potential, game changing, solutions that are emerging throughout the U.S.

As an Office of the Secretary of Defense (OSD) level organization, NSIN works across the entirety of the DoD enterprise including all service branches and other OSD level organizations (e.g., Missile Defense Agency, the Defense Advanced Research Projects Agency (DARPA), the Joint Artificial Intelligence Center (JAIC)). NSIN collaborates with all Defense Innovation Organizations, functioning in a complementary fashion in terms of mission with the vast majority and overlapping, in some aspect, with the service specific organizations such as NavalX and AFWERX.

### **C.1.1 PURPOSE**

NSIN seeks to maintain the long-term competitive advantage for the U.S. military over adversaries by increasing interactions between uniformed and civilian employees of the DoD with innovators and entrepreneurs outside of the DoD. This is accomplished by providing training and tools to these DoD intrapreneurs, enabling them to find new ways to identify, create, frame, and solve problems as well as opening avenues to implement the solutions. Additionally,

the programs executed create opportunities for external innovators and entrepreneurs to be exposed to DoD problems and demonstrate innovative solutions. The purpose of the NSIN Program Management Office (PMO) Support TO is to provide an unrivaled problem-solving network in the U.S. that adapts to the emerging needs of those who serve in the defense of U.S. national security through digital platform and program delivery for NSIN's National Service and Collaboration Portfolios and NSIN's Regional Network Team (RNT). The TO will also include services to deliver business analytics, technical and transition support, and program delivery to NSIN for its Acceleration Portfolio and Pilot Activities. The continually evolving innovation program requires a Systems Engineering and Technical Assistance (SETA) contracting designation to support NSIN's program services moving forward.

### **C.1.2 AGENCY MISSION**

NSIN, a program office within DoD R&E, has the mission to bring together defense, academia, and industry to solve some of the most challenging security problems facing our nation.

NSIN is organized around four core lines of effort. These lines of effort include:

- a. Creating new opportunities for national security service by building models of service that account for generational and cultural differences between the military, academic, and venture communities and providing flexible pathways to official service within the DoD.
- b. Solving national security problems by teaming up with students, faculty, and early-stage ventures offering an opportunity to engage in collaborative problem-solving events with DoD partners that generate novel concepts and solutions.
- c. Building a national network of problem-solving ecosystems that leverage the competitive advantages of regions and commercial innovation hubs for DoD customers.
- d. Accelerating the adoption of novel concepts and solutions by facilitating engagement with DoD end users and transition partners to stimulate dual-use venture growth and improving Technology Transfer and Transition (T3) rates for DoD Lab technology through dual-use commercialization via early-stage ventures.

This effort will provide technical and program support activities in support of NSIN's mission.

### **C.2 SCOPE**

This effort will facilitate the discovery of new technologies, processes, and applications to meet capability gaps for the DoD. These technologies, processes and applications will be discovered through an expanding NSIN collaborative network and then shaped by DoD end users through interactions facilitated by NSIN programs and activities. Specifically, the NSIN Program Management Office (PMO) Support requirement is to provide project management support to facilitate the programs and activities that are core to the NSIN mission. The contractor shall be responsible for assisting in developing design and execution plans, risk management analysis and assessment, schedules, execution reports, as well as other items associated with the overall project management and business operation that align with NSIN's mission. Additionally, to support the execution of NSIN programming the contractor shall provide regional, local spoke, and university engagement with DoD mission partners, early-stage ventures, entrepreneurs, venture capitalists, and partners within the NSIN identified regions. The contractor shall be responsible for identifying potential partners for still existing NSIN programs and potential pilot opportunities that can be scaled within a region or across the NSIN enterprise. Through this

support the Government can continue to focus on connecting innovators within the commercial community to DoD agencies to enable constant innovation that will solve and combat national security problems.

### **C.3 CURRENT ENVIRONMENT**

NSIN is building networks of innovators to generate new solutions to national security problems. At its most basic level, NSIN is designed to resolve problems from the DoD and create novel concepts and solutions by utilizing networks of innovators that include academia, the early-stage startup and venture community, and DoD end users. Creating faster, better, and less expensive ways to achieve this import-export functionality is the core reason for building NSIN.

NSIN executes its mission via the RNT and three portfolios of programming: National Service, Collaboration, and Acceleration. All four components, plus headquarters support, use a hybrid of Commercial Off-the-Shelf (COTS) (e.g., Airtable, Google Suite) and Government Off-the-Shelf (GOTS) (e.g., Lever) software to communicate, document, and track NSIN's activities. NSIN is in the process of migrating all its systems to a Government managed Platform as a Service (PAAS) that is Impact Level four (IL4).

The RNT is the organizational and management construct for the execution of NSIN's work. Each Region has a designated Hub City (or Hub) to facilitate the execution of NSIN's mission.

Hub City locations were strategically chosen based on a number of factors to include: 1) relative proximity to concentration of potential DoD Mission Partners; 2) relative concentration of top-tier research universities (i.e., R1 and R2 research universities in the Carnegie Classification of Institutions of Higher Education); and 3) relative strength or assessment of commercial innovation/venture ecosystem. Each Hub location represents the greatest nexus of these three talent pools at the time of analysis. In some Regions, the factors leading to Hub City designation were statistically very clear; in others, a subjective decision was made between comparable options which can change depending upon the emergence of new innovative problem-solving communities.

The following is a list of current Regions, Hub and Spoke cities which support a broader Region. The cities that are not designated as Hubs are Spoke cities:

- a. Northeast Region: Boston, Massachusetts (MA) (Hub and Spoke); Kingston, Rhode Island (RI)
- b. Mid-Atlantic Region: New York City, New York (NY) (Hub), Princeton, New Jersey (NJ); Pittsburgh, Pennsylvania (PA).
- c. National Capital Region (NCR): Washington, D.C. (Hub), Charlottesville, Virginia (VA); Morgantown, West Virginia (WV)
- d. Southeast Region: Tallahassee, Florida; Orlando, Florida (FL)(Hub); Raleigh-Durham, North Carolina (NC); Atlanta, Georgia (GA)
- e. Great Lakes Region: Chicago, Illinois (IL) (Hub); Columbus, Ohio (OH); Ann Arbor, Michigan (MI); Louisville, Kentucky (KY)
- f. Midwest Region: St Louis, Missouri (MO) (Hub and Spoke); Omaha, Nebraska (NE)
- g. Southwest Region: Austin, Texas (TX) (Hub); Houston, TX; College Station, TX; Oklahoma City, Oklahoma (OK)

- h. Rocky Mountain Region: Denver, Colorado (CO) (Hub); Colorado Springs, CO; Rapid City, South Dakota (SD)
- i. Pacific-South Region: San Diego, California (CA) (Hub and Spoke); Los Angeles, CA; Phoenix, Arizona (AZ); Honolulu, Hawaii (HI)
- j. Pacific-North Region: San Francisco, CA (Hub); Berkeley, CA.
- k. Northwest Region: Seattle, Washington (WA) (Hub and Spoke).

Each Hub City is supported by a varying number of Spoke locations within its assigned Region, each of which is strategically selected by the NSIN leadership team. Regional Directors are placed at Hub City locations, while RNT Members are embedded in universities or other important locations for defense innovation. In many instances the depth and breadth of the Hub City selection necessitates the co-location of a Spoke (i.e., placement of additional RNT Members) within the Hub City itself to ensure adequate coverage of the ecosystem.

The Spokes, Hubs, and Regions create the physical manifestation of NSIN. NSIN is also augmented and reinforced through a virtual network that finds form and substance within a virtual platform (currently accessible via [unum.nsin.us](http://unum.nsin.us)).

### **C.3.1 NATIONAL SECURITY INNOVATION NETWORK (NSIN) PORTFOLIOS**

The **Acceleration Portfolio** exists to create and deliver programming that serves DoD customers who can benefit from the kind of innovative problem solving that is unique to early-stage ventures, and more particularly, early-stage dual-use ventures. Dual-use ventures explicitly adopt a business model adapted to address both commercial and defense markets. This path carves out a problem-solving space that makes such ventures uniquely valuable to the DoD. Dual-use ventures involve DoD customers as an integral part of their problem-solving matrix, which allows for the DoD to not only exploit these novel solutions, but also benefit by adopting new culture and behaviors and incorporating this novel approach to problem-solving into its own innovation processes. NSINs programs also support the formation of early-stage dual-use ventures based on technology from DoD Labs, university research centers, and those that emerge from the problem-solving activities in NSIN's other portfolios in order to feed a dual-use venture pipeline primed to serve DoD customer needs. By creating opportunities for DoD customers to engage with ventures at this stage, the potential that such ventures will provide solutions that can be adopted to serve the unmet needs of the warfighter is maximized. Dual-use entrepreneurship is, therefore, both a means of introducing new problem-solving capabilities into the DoD, and for introducing greater diversity into the pool of problem-solvers that can address present as well as future technical challenges facing our national security.

The **Collaboration Portfolio** aims to identify and/or engage new problem-solving communities and participants to enable the RNT in their mission to develop new nodes in NSIN. These nodes, once connected, will provide the DoD with greater problem-solving capacity, the public with additional opportunities for national service, and dual-use opportunities for early-stage ventures, an avenue for DoD business as a dual-use venture. New participants in Collaboration programming can go on to participate in National Service programs or additional Collaboration events, and early-stage ventures with solutions to DoD problems can leverage the support of the Acceleration Portfolio as they pursue solution adoption. In this way NSIN supports its mission to build the network and solve problems.

The **National Service Portfolio** builds programs, proposes policies, and advocates for legislative policy to help DoD leverage new problem solvers. Consistent with NSIN's efforts to seek talent where it lives, the portfolio will meet talent where it is at by transforming existing and creating new national security opportunities that are accessible and attractive to the current workforce. Within NSIN's mission to build a network of non-traditional problem solvers, the portfolio works to build a continuum of national security service opportunities as well as a talent pipeline for the DoD.

All three of NSIN portfolios execute programming on demand and work with the DoD mission partner to deliver the programming within a given timeframe. Although each program has a unique timeline (e.g., from less than three months, and up to 12 months) for program execution, it is rare for a program to take longer than 12 months.

#### **C.4 OBJECTIVE**

NSIN and the PMO Support contractor shall be Lean and Agile to assess and respond to internal demands and external inquiries to meet time-critical requests for support. The overarching objective for the PMO Support TO is to collaborate across the DoD, venture communities, and academic space to provide improvements to processes and technologies that will drive operating efficiencies and mature technical capabilities that ultimately improve operations and reduce threat levels. The contractor shall be responsible for delivering highly specialized functional and technical expertise, DoD IL4 compliant systems, and program management in order to meet this objective.

#### **C.5 TASKS**

- a. Task 1 – Provide Task Order (TO) Program Management
- b. Task 2 – Portfolio Management
- c. Task 3 – Headquarters Support
- d. Task 4 – Regional Network Team (RNT) Support

##### **C.5.1 TASK 1 – PROVIDE TASK ORDER (TO) PROGRAM MANAGEMENT**

The contractor shall provide program management support under this TO. This includes the management and oversight of all activities performed by contractor personnel, including subcontractors, to satisfy the requirements identified in this Performance Work Statement (PWS).

##### **C.5.1.1 SUBTASK 1 – COORDINATE A PROJECT KICK-OFF MEETING**

The contractor shall schedule, coordinate, and host a Project Kick-Off Meeting at the location approved by the Government (**Section F, Deliverable 01**). The meeting shall provide an introduction between the contractor personnel and Government personnel who will be involved with the TO. The meeting shall provide the opportunity to discuss technical, management, and security issues, and travel authorization and reporting procedures. At a minimum, the attendees shall include the contractor's Key Personnel, the NSIN Technical Point of Contact (TPOC), other relevant Government personnel, the FEDSIM CO, and the FEDSIM COR.

At least three days prior to the Project Kick-Off Meeting, the contractor shall provide a Project Kick-Off Meeting Agenda (**Section F, Deliverable 02**) for review and approval by the FEDSIM  
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COR and the NSIN TPOC prior to finalizing. The agenda shall include, at a minimum, the following topics/deliverables:

- a. Points of Contact (POCs) for all parties.
- b. Personnel discussion (i.e., roles and responsibilities and lines of communication between contractor and Government).
- c. Project Staffing Plan and status.
- d. Transition-In Plan (**Section F, Deliverable 10**) and discussion.
- e. Security discussion and requirements (i.e., building access, badges, Common Access Cards (CACs)).
- f. Financial reporting and invoicing requirements.
- g. Quality Management Plan (QMP) (**Section F, Deliverable 09**).

The Government will provide the contractor with the number of Government participants for the Project Kick-Off Meeting, and the contractor shall provide copies of the presentation for all present.

The contractor shall draft and provide a Project Kick-Off Meeting Minutes Report (**Section F, Deliverable 03**) documenting the Project Kick-Off Meeting discussion and capturing any action items.

### **C.5.1.2 SUBTASK 2 – PREPARE A MONTHLY STATUS REPORT (MSR)**

The contractor shall develop and provide an MSR (**Section J, Attachment G**) (**Section F, Deliverable 04**). The MSR shall include the following:

- a. Activities during the reporting period, by task (include ongoing activities, new activities, activities completed, and progress to date on all above-mentioned activities). Each section shall start with a brief description of the task.
- b. Problems and corrective actions taken. Also include issues or concerns and proposed resolutions to address them.
- c. Personnel gains, losses, vacancies, and status (security clearance, duration of vacant position(s) etc.).
- d. Government actions required.
- e. Schedule (show major tasks, milestones, and deliverables; planned and actual start and completion dates for each).
- f. Summary of trips taken, conferences attended, etc. (attach Trip Reports to the MSR for the reporting period).
- g. Cost incurred by CLIN and Military Interdepartmental Purchase Request (MIPR).
- h. Accumulated invoiced cost for each CLIN and MIPR up to the previous month.
- i. Projected cost of each CLIN and MIPR for the current month and remainder of the current period of performance.
- j. Provide data and information updates related to programmatic output and DoD Engagement/outreach.

### **C.5.1.3 SUBTASK 3 – CONVENE TECHNICAL STATUS MEETINGS**

The contractor Task Order Program Manager (TOPM) shall convene a monthly Technical Status Meeting with the NSIN TPOC, FEDSIM COR, and other Government stakeholders (**Section F, Deliverable 05**). The purpose of this meeting is to ensure all stakeholders are informed of the monthly activities and MSR, provide opportunities to identify other activities and establish priorities, and coordinate resolution of identified problems or opportunities. The contractor TOPM shall provide minutes of these meetings, including attendance, issues discussed, decisions made, and action items assigned, to the FEDSIM COR (**Section F, Deliverable 06**).

### **C.5.1.4 SUBTASK 4 – PREPARE AND UPDATE A PROJECT MANAGEMENT PLAN (PMP)**

The contractor shall document all support requirements in a PMP and shall provide it to the Government (**Section F, Deliverable 07**).

The PMP shall:

- a. Describe the proposed management approach.
- b. Contain detailed Standard Operating Procedures (SOPs) for all tasks.
- c. Include milestones, tasks, and subtasks required in this TO.
- d. Provide for an overall Work Breakdown Structure (WBS) with a minimum of three levels and associated responsibilities and partnerships between Government organizations.
- e. Describe in detail the contractor's approach to risk management under this TO.
- f. Describe in detail the contractor's approach to communications, including processes, procedures, format, and other rules of engagement between the contractor and the Government.
- g. Include the contractor's QMP.

The PMP is an evolutionary document that shall be updated annually at a minimum and as project changes occur. The contractor shall work from the latest Government-approved version of the PMP.

### **C.5.1.5 SUBTASK 5 – PREPARE TRIP REPORTS**

The Government will identify the need for a Trip Report when the request for travel is submitted (**Section F, Deliverable 08**). The contractor shall keep a summary of all long-distance travel including, but not limited to, the name of the employee, location of travel, duration of trip, and POC at travel location. Trip Reports shall also contain Government approval authority, total cost of the trip, a detailed description of the purpose of the trip, and any knowledge gained. At a minimum, Trip Reports shall be prepared with the information provided in **Section J, Attachment H**.

### **C.5.1.6 SUBTASK 6 – PROVIDE QUALITY MANAGEMENT**

The contractor shall identify and implement its approach for providing and ensuring quality throughout its solution to meet the requirements of the TO. The contractor shall provide a QMP and maintain and update it as changes in the program processes are identified (**Section F, Deliverable 09**). The contractor's QMP shall describe the application of the appropriate methodology (i.e., quality control and/or quality assurance) for accomplishing TO performance



expectations and objectives. The QMP shall describe how the appropriate methodology integrates with the Government's requirements.

#### **C.5.1.7 SUBTASK 7 – TRANSITION-IN**

The contractor shall provide a Transition-In Plan (**Section F, Deliverable 10**) as required in Section F. The contractor shall ensure that there will be minimum service disruption to vital Government business and no service degradation during and after transition. The contractor shall implement its Transition-In Plan No Later Than (NLT) 30 calendar days after award, and all transition activities shall be completed 60 calendar days after Project Start (PS).

#### **C.5.1.8 SUBTASK 8 – TRANSITION-OUT**

The contractor shall provide transition-out support when required by the Government. The Transition-Out Plan shall facilitate the accomplishment of a seamless transition from the incumbent to incoming contractor/Government personnel at the expiration of the TO. The contractor shall provide a Transition-Out Plan within six months of PS (**Section F, Deliverable 11**). The contractor shall review and update the Transition-Out Plan in accordance with the specifications in Sections E and F.

In the Transition-Out Plan, the contractor shall identify how it will coordinate with the incoming contractor and/or Government personnel to transfer knowledge regarding the following:

- a. Project management processes.
- b. POCs.
- c. Location of technical and project management documentation.
- d. Status of ongoing technical initiatives.
- e. Appropriate contractor-to-contractor coordination to ensure a seamless transition.
- f. Transition of Key Personnel roles and responsibilities.
- g. Schedules and milestones.
- h. Actions required of the Government.

The contractor shall also establish and maintain effective communication with the incoming contractor/Government personnel for the period of the transition via weekly status meetings or as often as necessary to ensure a seamless transition-out.

The contractor shall implement its Transition-Out Plan NLT six months prior to expiration of the TO.

#### **C.5.2 TASK 2 – PORTFOLIO MANAGEMENT**

The contractor shall support the design, execution, and reporting for NSIN's designated program offerings. Specifically, the program managers shall facilitate the design and execution of programs and activities that are core to the NSIN mission. The contractor shall assist in developing design and execution plans, risk management analysis and assessment, schedules, execution reports, as well as other items associated with the overall project management and business operation that align with NSIN's mission. NSIN currently executes over 13 programs, over five pilot programs, and a handful of strategic initiatives also known as national pilot

programs simultaneously through the three NSIN Portfolios. Depending on the demand and needs from the NSIN Mission Partners, the number of programs and pilots will fluctuate.

#### **C.5.2.1 SUBTASK 1 – PROGRAM DESIGN, EXECUTION, AND EVALUATION**

The contractor shall leverage Agile design approaches to develop, manage, execute, evaluate, and improve NSIN programs (Program and Pilot Design documents (**Section F, Deliverable 12**). Programs are organized into Portfolios led by a Government Portfolio Director.

As part of this activity, the contractor shall:

- a. In consultation with NSIN, be responsible for NSIN programs and pilot programs from inception to termination and shall provide Concept Briefs and Pre-Execution Briefs (**Section F, Deliverable 13**), ensure that all relevant data related to program assessment is collected, collated, and analyzed in After Action Reports (**Section F, Deliverable 14**).
- b. Document programmatic impact and effectiveness via Quarterly Activity Reports (**Section F, Deliverable 15**) and make substantive recommendations on changes to programmatic designs, to include sunseting programs that have outlived their demand or are no longer in keeping with the Government’s strategy.
- c. In consultation with NSIN, design new NSIN pilot programs, provide pilot design documentation, ensure all relevant data related to pilot assessment is collected, collated, and analyzed in a Pivot, Persevere, or Cancel Report (**Section F, Deliverable 16**).
- d. Coordinate with relevant DoD Mission Partners and respective members of the NSIN Regional Network Team throughout the lifecycle of the program (or pilot).
- e. Identify best practices and lessons learned from engagement with the following entities, which can be integrated into NSIN’s plans for further building out this collaborative network:
  1. Universities including Tier-1 Research Institutions, Minority Serving Service Institutions (MSI), and smaller scale universities that have centers of excellence that could provide value to DoD in terms of technical expertise, dual-use technology, and innovation programming.
  2. Non-traditional problem solvers (e.g., students, entrepreneurs, startups, and academics) who participate in the programs.
  3. Other commercial companies who engage with NSIN throughout the course of program delivery (e.g., dual-use commercial accelerator)

#### **C.5.2.2 SUBTASK 2 – SUBJECT MATTER EXPERTISE**

The contractor shall provide subject matter expertise in support of NSIN’s Acceleration portfolio for specified periods in areas such as entrepreneurship, technology development, contracting and acquisition, and national security as required by program offerings. This subject matter expertise provided will be captured and documented via Status Reports (**Section F, Deliverable 17**) and Ad Hoc Event Based Reports (**Section F, Deliverable 18**). This expertise is required to facilitate close interactions between NSIN and the DoD, as well as specific uniformed services or organizations.

As part of this activity, the contractor shall:

- a. In consultation with NSIN, provide expertise on dual-use accelerator curriculum development tailored to the unique needs of each program and cohort.
- b. Provide specialized expertise to NSIN program participants during program participation.
- c. Provide mentorship and guidance to the Acceleration Portfolio Director on gaps in portfolio programming.
- d. Provide specialized expertise in DoD acquisition to NSIN Acceleration portfolio program participants during and post program execution.
- e. Assist with DoD Mission Partner conversations to identify any relevant transition pathways for viable, feasible, and desirable solutions that may result at the end of NSIN programming.
- f. Provide and produce in-depth analysis of acquisition methods that can be leveraged and used by NSIN DoD Mission Partners.

### **C.5.3 TASK 3 – HEADQUARTERS SUPPORT**

The contractor shall support the NSIN back-office Headquarters functions including the Software Integration, Strategic Communications, Data Cell, and Transition Cell. Specifically, the contractor shall ensure continuity of NSIN brand, data fidelity, delivery of programming, and enterprise data processes across the components of NSIN. This task shall require support in the form of personnel and tools to execute these functions.

#### **C.5.3.1 SUBTASK 1 – SOFTWARE INTEGRATION**

The contractor shall provide support across multiple, interfaced commercial, Government, and open-source platforms that support business analytics, relevant early-stage venture statistics, and virtual community building that is IL4 compliant (e.g., Customer Relationship Management (CRM) database, data visualization, virtual meeting platforms, Government owned platform as a service) (**Source Code, Section F, Deliverable 19**). The contractor shall provide a systematic process to ensure clean data architecture that facilitates data transfer(s) among and between commercial platforms and relevant DoD systems, as applicable. The Contractor shall develop the NSIN IT system architecture documentation, design, and plans of current and future technical and functional/business systems by depicting technical, systems, and functional architecture views. Services include the facilitation and development of plans that enable information sharing, integration, and interoperability by considering service-oriented architecture best practices by aligning architectures with overarching Federal, Department of Defense (DoD) architectures, and other related architecture activities.

As part of this activity, the contractor shall:

- a. Manage the NSIN Customer Relationship Management (CRM) tool and any other enterprise software.
- b. Develop, design, and deploy a NSIN-owned and managed virtual network (**Source Code, Section F, Deliverable 19**) to facilitate communication with the NSIN network and various programmatic activities.
- c. Provide technology support and guidance to NSIN program participants who are developing software solutions on how to integrate within DoD cloud architectures.

### **C.5.3.2 SUBTASK 2 – COMMUNICATIONS**

The contractor shall provide communications support including, but not limited to, strategic communications, marketing, graphic and digital design, public and external affairs, and digital media and website development in support of communicating with DoD mission partners and the commercial and academic communities. The contractor shall be responsible for coordinating and delivering the following: Newsletter (**Section F, Deliverable 20**); Social Media Engagements, Annual Reports (**Section F, Deliverable 21**); Programmatic Marketing Materials (**Section F, Deliverable 22**); Convening Events Support; periodic updates to the NSIN website and enterprise marketing materials; and other marketing collateral as needed.

As part of this activity, the contractor shall:

- a. Establish and maintain an internal NSIN communications request tracking system.
- b. Coordinate with other DoD and United States Government (USG) public affairs officials to ensure compliance with marketing and branding requests related to NSIN program announcements.
- c. Design NSIN marketing assets and collateral, to include logos, graphics, program one-pagers, etc. (**Section F, Deliverable 22**).
- d. Provide audio-visual back-end support for NSIN activities and programs, as needed.
- e. Work with NSIN program managers and members of the Regional Network Team to develop tailored marketing collateral to support NSIN program execution.

### **C.5.3.3 SUBTASK 3 – DATA CELL**

The contractor shall provide Data Scientists and Analysts to maintain and provide improvements to NSIN’s enterprise data management system, develop and provide quarterly reports on progress towards the enterprise and component Objective and Key Results (OKRs) (**Section F, Deliverable 23**), provide training and guidance to the enterprise on data collection processes, and troubleshoot any associated data issues. Additionally, the contractor shall provide research and analytic expertise in support of research requests from the Government.

As part of this activity, the contractor shall:

- a. Maintain alignment with NSIN business needs by thoroughly planning, researching, and executing activities in an effective, reliable, repeatable, and responsive manner.
- b. Provide subject matter expertise, creativity, and innovation in advancing NSIN data capture standards and processes.
- c. Provide rapid response and support for new initiatives and requests.
- d. Develop, maintain, and deliver the enterprise data collection and reporting process.

### **C.5.3.4 SUBTASK 4 – TRANSITION CELL**

Advancing the development of viable, feasible, and desirable solutions developed in NSIN programs and activities is crucial to the long-term success of defense innovation. By transitioning these ideas to government contracts, venture capital firms, and/or sources of money, the DoD will have a better chance in the future of obtaining fully-fledged solutions from participants in NSIN programs (“alumni”). The contractor shall provide expertise in navigating the transition of solutions to the defense end user.

As part of this activity, the contractor shall:

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- a. Assist Government and third-party teams that are building solutions to facilitate future endeavors, forming a business, understanding the DoD acquisition process, and improving the Technology Readiness Level (TRL), Investment Readiness Level (IRL), and Company Maturity Level (CML) of a partner activity's product or organization.
- b. Facilitate networking and matchmaking opportunities between DoD mission partners and teams from early-stage ventures, provide expertise through consultations with NSIN alumni companies, training and educational resources (**Section F, Deliverable 24**), and customized support to the Program Managers and DoD mission partners.
- c. Provide Quarterly Activity Reports (**Section F, Deliverable 15**) that summarize the interactions and team building activities.

### **C.5.4 TASK 4 – REGIONAL NETWORK TEAM (RNT) SUPPORT**

The contractor shall support NSIN's regional engagement strategy across the NSIN Regions by providing personnel to staff the RNT, regional engagement activities to build the local innovation ecosystem, and Regional Collaborative Workspaces to increase engagement between the DoD, startups, academia, and private capital. Currently, there are 11 NSIN regions. The RNT is composed of Government Regional Directors, contractor Spoke Directors and University Program Directors. Spoke Directors are embedded in ecosystems that either have multiple, major universities, a strong startup ecosystem without a corresponding major university, or a high density of mission partners. University Program Directors are embedded in a single, major university.

#### **C.5.4.1 SUBTASK 1 – REGIONAL ENGAGEMENT**

The contractor shall deliver solutions to provide collaborative and coworking spaces as identified in **Section H.18**. NSIN has established a regional hub and spoke system anchored in cities throughout the U.S. The contractor shall provide comprehensive documentation on ecosystem engagement via an Ecosystem Map and Engagement Report which includes, POCs, email/phone numbers, and engagement opportunities at a minimum (**Section F, Deliverable 25**). The contractor shall provide a consolidated Quarterly Activity Reports for each ecosystem engagement that include lessons learned and best practices on engagement with DoD, academia, and ventures in their ecosystems, and documentation of activities, engagement, and NSIN program execution (**Section F, Deliverable 15**).

As part of this activity, the contractor shall:

- a. In consultation with NSIN, identify emergent innovation ecosystems, both within the Continental United States (CONUS) and OCONUS, to establish new NSIN hubs and/or spokes, and placement of personnel in key locations of close proximity to DoD mission partner locations CONUS and/or OCONUS.
- b. Identify and expand collaborative relationships with academic institutions that are poised to support NSIN's mission of creating and supporting communities of innovators to support national security missions. This may include forming special relationships that foster the development of an on-campus national security and technology community.
- c. Identify best practices and lessons learned from engagement with the following entities, which can be integrated into NSIN's plans for further building out this collaborative network:

## SECTION C – DESCRIPTION / SPECIFICATIONS PERFORMANCE WORK STATEMENT

1. Universities including Tier-1 Research Institutions, Minority Service Institutions (MSI), and smaller scale universities that have centers of excellence that could provide value to DoD in terms of technical expertise, dual-use technology, and innovation programming.
2. Military innovation organizations within each Region and in the immediate surrounding areas of targeted universities.
3. Non-traditional problem solvers (e.g., students, entrepreneurs, startups, and academics) within the start-up, entrepreneurial and venture communities.

### **C.6 PERFORMANCE REQUIREMENTS SUMMARY (PRS)**

The Performance Requirements Summary (PRS) is provided in **Section J, Attachment F**.